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DEPARTMENT OF NATURAL RESOURCES
RICHARD A. LEOPOLD, DIRECTOR

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NOV 30 2007

DIRECTOR OF REVENUE

MEMORANDUM

Date: November 29, 2007

To: Mollie Anderson, DAS
John Gillispie, DAS
Mark Schulling, TGB
Charles Krogmeier, DOM

From: Rick Hindman, DNR

Re: Buildings & Land Inventory

I wanted to share with you a recent article from CIO magazine that highlights a GIS-based Buildings & Land Inventory application that is in use within the State of Georgia. I believe there may be a need for this type of application within Iowa government.

Recently, members of our Budget & Finance Bureau met with team members from I/3 to determine the feasibility of transitioning our Building & Land inventory from the mainframe to I/3. Unfortunately, they did not leave the meeting with much encouragement that this task would be able to be accomplished in the near future. I had intended to contact DOT to find out what type of application they may have to track their properties, right of way, etc., but instead decided to send this information to you in an effort to solicit your support for an enterprise solution that would encompass all state owned real property, including Regents, etc.

I have highlighted a few portions of the article that summarize the capability of the Georgia system, including a link to their web site if you're interested in taking a look. If you think this is a worthwhile initiative to move forward with, perhaps one of you have a contact within the State of Georgia who may be willing to share more information with us about this application.

Thank you for looking at this material and for considering this technology solution for the State of Iowa. I will be happy to discuss this with you further or attempt to answer any questions that you may have on this topic.

Cc: Liz Christiansen, DNR
Steve Gast, DOT



From: www.cio.com

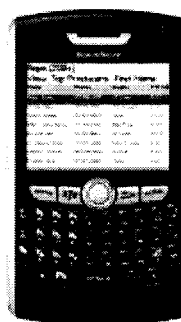
Why Georgia Gov. Sonny Perdue Thinks IT Can Make Government Work Better

– Stephanie Overby, CIO

August 07, 2007

Georgia Gov. Sonny Perdue (R) has been many things: crop duster pilot, football quarterback, Air Force captain, veterinarian and agribusiness entrepreneur. And though the long and varied résumé may not hint at it, he's also a bit of a geek.

As a veterinary student at the University of Georgia, Perdue also loved physics but did most of his calculations on a slide rule. He didn't get his first electronic calculator until after graduation in 1971. But once he got his hands on one, he was hooked. "I was just mesmerized by the power," says Perdue. Several years later, he set up his first client-server system for his own grain commodities business. The application that ran on the network was written in Unix, and the man who would become governor quickly became proficient using the VI text editor.



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Technology remains front and center for the controversial politician, now in his second term (when he ran for his first term he told voters he would revive a state flag featuring the Confederate "Stars and Bars"), who promised to run Georgia like a business. Taxpayer demand for the public sector to use IT to improve its effectiveness, efficiency and openness has never been stronger, although there is debate in Georgia about Perdue's contributions to such change thus far. He says technology is the key to creating a state government that is "principle-centered, customer-friendly and results-driven." But although he sees himself as an IT early adopter, he says his gubernatorial role dictates that he approach new technologies as a "value-driven functionalist" concerned primarily with what works.

What the Boss Wants
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Perdue recently spoke with *CIO* Senior Editor Stephanie Overby about the power and limits of IT, why he chose a businessperson rather than a technologist for the CIO role, and why sometimes the private sector might do a better job providing public services.

Stephanie Overby, CIO: You have been using computers as business tools for some 30 years.

How do you feel about technology?

Gov. Sonny Perdue: I realized very quickly when the personal computer came along the power it could have. I also realized that we needed to share data within my business, so I was not for a standalone system. Our first computer system was the Radio Shack Xenix multi-user system [Microsoft's version of Unix], with dumb, green terminals connected to a central server. I think I ran my business for a number of years on, probably, a 100-meg hard disk. I actually became fairly proficient in VI and the visual editor for Unix and spent hours on the phone with a college in South Carolina playing around with how we could make our businesses more technologically proficient.

I remember when e-mail came along and we used it through the dial-up server at Georgia Tech. So I consider myself an early adopter of technology. But I also want something to operate well. That doesn't always mean having the latest, greatest toy.

CIO: What made you think that running state government like a business was a good idea? And what does IT have to do with that?

Gov. Perdue: The primary business principle I wanted to bring [to state government] was fact-based decision-making. Heretofore, I think our state had been run on a lot of emotional, political, "who's-in-power" decisions rather than on data. I don't consider myself particularly gifted from an intuitive standpoint. Therefore, I have to rely on data and facts to make decisions.

I look at data as a compass, not as a map. We know that we want a more educated, healthy, growing and safe state, but what are the data points that we need to achieve those things? The metrics in our state were in very poor shape. The very fact that a state—now, it's a \$20 billion business—did not even know how many automobiles it had, who was driving them, what were they being used for; that we had no consolidated database of the property we owned—from the perspective of a CEO or manager, if you don't know where your fixed assets are and what their return on investment is, you have no basis on which to make decisions for the future.

I think the voters of Georgia felt disenfranchised. They believed that decisions were being made capriciously and arbitrarily based on politics rather than on sound principles. I think that was a distinction that I offered: a commitment to make decisions that would be customer-friendly, results-driven, data-driven, and serve people.

CIO: Are there limits to your ability to run Georgia like a business, based on data?

Gov. Perdue: We have to do some things for which there is no profit incentive. But I like to think there's always a value incentive for our state and our citizens. The dividends may not be monetary. They may be better education, better infrastructure, better roads, better schools and better health care. Those are all value choices that depend on policy decisions based on good information. And how do you get that? You've got to have gauges—technological processes and procedures—in place where you can measure and manage where you are.

State of Georgia

Capital
Atlanta

Industry
State government

2007 Budget
\$18.7 billion

CIO
Patrick Moore, Executive Director, Georgia Technology Authority

IT Employees
550

IT Budget
\$174 million

CIO: Can you share some specific examples of a problem in Georgia that had a technology-enabled solution?

Gov. Perdue: One that we're most proud of is an award-winning Web-based system, BLLIP: Georgia's Building, Land and Lease Inventory of Property. It's a Web-based GIS system that sorts information having to do with buildings, land and leases by many different data points (for instance, where the land that we own is, for what purpose it's being used, cost per square foot). It's been a huge resource by which we could improve our space management, to decide where our divergent group of operations needs to be and how we could provide synergy in certain communities. In some counties we had 40 to 50-plus separate leases for different functions. This system gives us an opportunity to coordinate those, collaborate and, we believe, be more effective and efficient.

Let's say that we have an agency that's looking to lease a building in a particular area of Georgia. Our state property officers go to [the agency managers in] that county and say, Were you aware that we already had 10,000 square feet of spare space down there? You use that data to make decisions about space management rather than doing things ad hoc.

CIO: Why wasn't something like that put in place sooner?

Gov. Perdue: Good question. Transparency of information has not always been fondly accepted in political environments. I believe if you're going to run a government, the more information that's out there, the more opportunity there is for doing better. And I just think it's the right thing to do. Many times Republicans get accused of being more close-minded [about transparency]. But I've felt there are advantages in running a very transparent government, and technology is one of the ways that you can be extremely transparent. The business information you can put out there is extremely powerful [for running the state more effectively].

CIO: The Georgia Technology Authority (GTA), the state's central IT organization, was created in 2000. What was your opinion of the GTA when you took office? Did you make any changes there?

Gov. Perdue: I was in the state Senate and voted for it when it was created. I viewed it as an enterprise-wide authority that could be an internal consultant for our agencies in areas of technology and how to be more productive. The real benefit of technology, I think, is productivity, and the GTA was created to get us all on some consistent standards and consistent platforms to manage the collective data that we had in the state, and to do that in a very safe, secure environment. When I became governor, I found that organization was morphing into more of an operational entity, doing some things that the private sector did well.

For example, GTA was responsible for all aspects of operating the state's wide area network (WAN). It built and owned some of the infrastructure itself and leased other components from several different private-sector providers. Being able to finance upgrades to newer technology is just one of the challenges GTA faced. In 2004, GTA outsourced the state WAN to BellSouth (now AT&T). GTA can focus on vendor management of the WAN instead of service delivery. Its staff makes sure the service provider meets contractual obligations, and AT&T is responsible for delivering services and upgrading WAN technology.

The leadership I've placed over there now is Patrick Moore, a young man with an MBA from the University of Virginia that I've got a lot of confidence in. His core training is not in information technology. But he is an intuitive leader, a business analyst who has an enterprise-wide vision of how the GTA can be the trusted internal resource to agencies for technology solutions.

The way I look at GTA is as somewhat of an IBM Solutions type of agency for the state of Georgia, to help agencies think through their processes, to think through the operations that they need, to help them to define within the context of the state what is the best use of technology.

CIO: Why was it more important for the CIO to have business knowledge than to have technology knowledge?

Gov. Perdue: I wanted a business leader there because the job is not simply about technology. Technology is the tool that we use for improving business processes and for business productivity. Both for learning to do the right things, which I define as effectiveness, and doing them in a way that provides the greatest value, which I think is efficiency.

I don't think you have to be a technologist to know what the application of technology to business processes can achieve. It was Patrick's ability to analyze, to assess, to prioritize and to have a business model for the future that impressed me. He has a vision to lead GTA not in a purely reactive mode, but in a very strategic fashion in order to build a long-term IT model for the state that would bring [its agencies] together, that would create the synergies that I think are available in an organization this size.

CIO: One of the challenges the public sector faces is keeping up with the pace of technology change. How important is it that Georgia stay current in terms of IT?

Gov. Perdue: I don't think we have to always have the latest, greatest, cutting-edge technology as long as what we're using is functional, efficient and productive.

As rapidly as technology is changing nowadays, in an organization this size, you can spend most all of your time and most of your capital just retooling every few months to have the latest and greatest. I think we have to do [big technology change] in stages. Training is a huge part of any deployment of new technology, and there has to be a certain total life cost that's amortized from a training perspective and from a utilization perspective, before we make decisions to move into the beta approach of any new technology. Oftentimes, we are probably not well-served by trying to be the first to test something.

CIO: As you say, you have to digest big projects in stages. What are some of the big projects being phased in right now?

Gov. Perdue: We are just rolling out a project that was painfully slow and cost millions of dollars: our Statewide Automated Child Welfare Information Systems (SACWIS). SACWIS didn't even exist when I took office. There were several attempts to put a system in place dating back several years, but each one failed for a variety of reasons, most related to poor project management and problems with the procurement process. But it is a moral imperative. [A federal mandate also requires that all states develop a comprehensive automated case management tool to support state child protection workers.] We put a priority on it when we got here, we put project managers on there, and we believe we've got a good functioning system that we are rolling out statewide in a very aggressive fashion.

The other system, where there had also been some multimillion-dollar hiccups, is our student information system in our Department of Education. I believe, to do the right thing by our students, we need a good student information system. [The Georgia Statewide Student Information System (GSSIS) assigns all students a unique identifier that allows the state to track their progress as they move from school to school and match their test scores to their records.]

This is one area I thought we were making great progress. But we've had some disappointing setbacks over the last year so we are going to put in more intensive project management. GTA has assumed a primary role in that project, where heretofore it was controlled by the Department of Education.

Someone has to own the project. Oftentimes we delegate these things down to a bureaucracy and no one is in charge. It's almost like building a house by committee: It would almost never get done.

CIO: Many states are trying to transform their IT organizations. Some, like Michigan, are taking on the task themselves. Others, like Texas and Virginia, have brought in outsourcers. What is the right model for Georgia?

Gov. Perdue: Georgia is better served with a balanced approach. I believe that GTA can be that internal consultant for IT solutions. From an operations standpoint, the private sector probably has the expertise and experience [to execute our ideas], as long as we know what we want. We do believe we have to

retain some IT capability to make sure that we know what the capabilities of the technology are, so that we can put smart RFPs out on the street, and so we can be very clear in communicating what our expectations are.

Frankly, I believe that public/private competition is perfectly OK. Whether our citizens can be better served by a public enterprise providing a service or by a private enterprise, they really don't care.

CIO: What do you think are the biggest challenges today facing the state generally and the GTA specifically?

Gov. Perdue: Actually, it's a lack of rain; we're really dry.

CIO: Not much IT can do about that, I guess.

Gov. Perdue: You never can know. But the challenge for the GTA, again, is to provide value to our citizens by using the tools of technology in a more productive way.

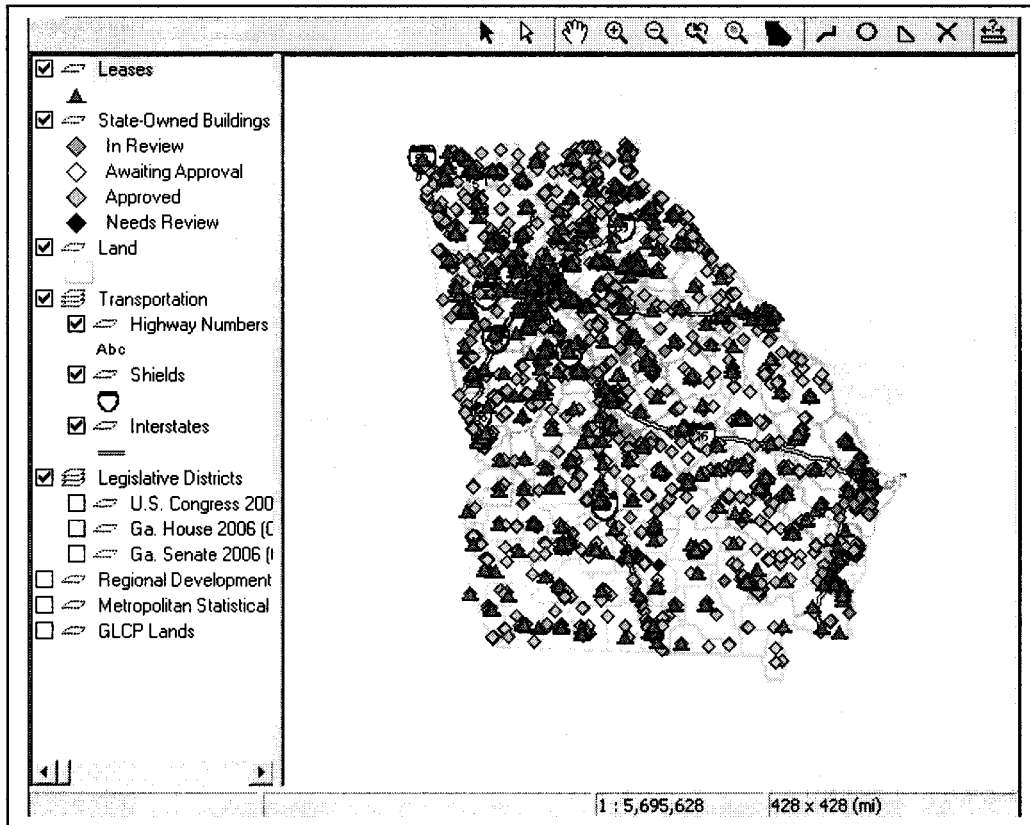
CIO: Your term will be up in 2010. In terms of the state and its effective use of technology, what would you like your legacy to be?

Gov. Perdue: The only legacy I have is putting good people in place who have good judgment, who understand value, who understand how to improve processes. Even in administrative areas. How to cut out the fat and to provide enough lubricant in the [system] so that processes function together with as little friction as possible.

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GEORGIA STATE PROPERTIES COMMISSION

Office of Information Technology Outreach Services/
Carl Vinson Institute at the University of Georgia



BLLIP:

Building, Land & Lease Inventory of
Property

BLLIP: Building, Land & Lease Inventory of Property

2007 NASFA Innovation Award Submission

Submitted by the Georgia State Properties Commission & the Office of Information Technology Outreach Services/Carl Vinson Institute at the University of Georgia

EXECUTIVE SUMMARY

In January 2004, Georgia Governor Sonny Perdue commissioned two task forces for Capital Construction and Space Management to evaluate the processes involving the state of Georgia's real estate/property portfolio. The two Task Forces independently reached the conclusion that state property- real estate and space, both owned and leased, and capital construction projects- should be centrally governed to bring comprehensive and consistent statewide standards, practices and a strategic business approach to managing the State's largest capital investments.

On January 12, 2005, Governor Perdue issued an Executive Order creating the position of the State Property Officer, and gave that position the authority to oversee the development and maintenance of a capital asset database system.

On April 12, 2005, Senate Bill 158 was signed into law by Governor Perdue directing all state entities to file inventories of their property assets with the Georgia State Properties Commission (SPC) and authorized the SPC to compile and index all such inventories into a single complete inventory of all real property.

State Property Officer Dr. Gena Abraham led a team of state facility administrators representing state agencies to coordinate the process of developing this database system. Along with this team, the Information Technology Outreach Services of the Carl Vinson Institute of Government at the University of Georgia was brought in to build the system from the ground up due to their expertise with web based Geographic Information Systems. The result is the state's new leasing database known as "**BLLIP**": **Building, Land, and Lease Inventory of Property**.

BLLIP is an interactive web-based geographical information system designed to enable registered users to query, search and generate reports using real time information about State owned and leased properties and buildings. Included in this application is the ability to locate real property assets by geo-coded information and to graphically view this information on a map. Current aerial photographs are also available as well as relevant PDF files (e.g., deeds).

On May 15, 2006 the new database, under the website www.realpropertiesgeorgia.org, went live containing all 1695 leases for the state of Georgia. The leases can be sorted by city, county, landlords, lease terms, etc. On October 18, 2006, the database expanded to include over 15,017 state buildings. Finally on January 31, 2007, the state property database was completed and includes all 1.1 million acres of state owned land.

The implementation of BLLIP enables the state and the public at large to know every piece of property that is owned or leased in the name of the State of Georgia.

1) What problem(s) is the program addressing?

The main problem that BLLIP addresses is that the State could not answer the questions of how many leases, acres in property and number of facilities did Georgia actually own and maintain.

- a) Space management for the state of Georgia was decentralized and silo structured by agency
- b) Data was limited as well as fragmented, agency specific and in multiple formats
- c) Requested data was not available for locating all real estate holdings
- d) Most agencies handle their own space management independently and report only to department heads, resulting in little or no opportunity for comprehensive management of real estate assets
- e) Property maintenance and asset management were not being routinely done or strategically evaluated

All information now is in one centralized inventory. Data is no longer fragmented but comprehensive, complete in one consistent format. While the system allows for agency specific information, it covers the entire state of Georgia. Queries and reports on real estate holdings are easily accessible. The State Properties Commission is responsible for maintaining the database and is able to notify agencies when the database needs to be updated.

2) When was the program implemented? Is it still operational?

The first release for the leasing database was on May 15, 2006. The second release for the building database was October 18, 2006. The third release for the property database was January 31, 2007. The entire database is fully functional and operational.

4) Is the program cost-effective? Be specific to benefits and costs and include start-up and annual cost and efficiency.

The cost to put the entire application together was \$300,000. The total cost annually is \$9,000. This includes \$5,000 annually for the data maintenance. The hosting of the site costs \$4,000 which includes: use of web servers, database servers, map guide license, firewalls and storage requirements (5- 20 GB) with backups. Developing the program with the Carl Vinson Institute at University of Georgia allowed the State Properties Commission to make use of in-state resources. It is extremely cost effective. For example, the Georgia Forestry Commission requires the use of radio towers to assist with their duties. By using BLLIP, they are able to determine if there are radio towers within close proximity of each other which would allow them to utilize an existing tower rather than build another one. It also saves them the man power of scouting for tower locations when aerial views can be seen as close as 3 meters.

5) Who are the beneficiaries of the program?

The public is the greatest beneficiary of the BLLIP Program. They now have access to what the State owns and leases. This allows for greater transparency with the State's real property assets. There is no cost to state agencies for the collection, updating, maintenance and access of data compiled in BLLIP. The real estate industry can now access and identify the availability of property, competition, and conduct market analysis with the information in BLLIP.

6) What is the feasibility of the program being used by other states?

This program can be replicated however one of the major challenges was the coordination of the state agency facility administrators and gaining unilateral agreement on the design and format of the program.

3) How does the program result in dollar savings and/or efficiency for customers? For the owner agency?

The efficiency of the BLLIP application is the fact that it is available to everyone. It provides visual information on physical locations, including aerial photographs and copies of deeds and other historical information in addition to routine tabular information. The Governor's Office of Planning and Budget predicts that in the future, this will be critical in developing budgets by having physical measures (e.g., utility costs, staffing ratios, square footage information) to complement the financial information. State agencies are also able to respond to requests for information on all of their offices. They can provide reports, in hard copy or electronic format that detail buildings and leased office space. Prior to BLLIP, access to this type of information would have involved cross coordination between state agencies, the use of additional manpower and extensive time consumption. Finally in dollar savings, BLLIP allows for planning for collocation of state agencies. Agencies are able to view if they have offices within close proximity of each other and determine if they can collocate into one facility. For example, the Douglasville One Stop Shop was a collocation project of 3 state agencies. This project was developed at the inception of BLLIP; the cost savings totaled **\$150,000** annually and resulted in an additional 18,000 square feet of space. The State has also saved **\$22 million** by selling surplus property which was easily identifiable through BLLIP. Also as a result of BLLIP, the State saved **\$1.1 million** in 2006 through renegotiation and consolidation of leases which will project into a total savings of **\$20.5 million** until 2012. One particular lease consolidation using the BLLIP program will result in a cost savings of **\$10.2 million** over the course of the next 10 years.